Know the Earth…Show the Way

Preparing for the Challenge

"Leadership Behaviors"

Fran Early
Director, Strategic Services Office
Human Development Directorate
18 June 2004

Civilians Massacred in Kosovo

Shuttle Accident Tied to Management Decisions

President Clinton Impeache

Iran Contra Hearings Scheduled

War Trials Begin in the Hague!

Air Force Academy Rocked by Sex Scandals

Questionable Intelligence Used in State of the Union Address

President Denies Misleading American People

Honesty

- 37% of high school students and 17% of college students stole from stores in a year
- 65% of high school students cheated in the last 12 months
- 24% of college students would lie to keep a job
- 47% of adults said they would pad auto insurance claims

  Source: Josephson Institute of Ethics
- 48% of workers admit to unethical or illegal acts.

  Source: USA Today, 4-6 April 1997

Ethical Standards

- What is the percentage of Federal white collar employees who agree that their supervisors maintain high ethical standards?

Source: OPM, August 1996

Why do we act the way that we do as Government Professionals?

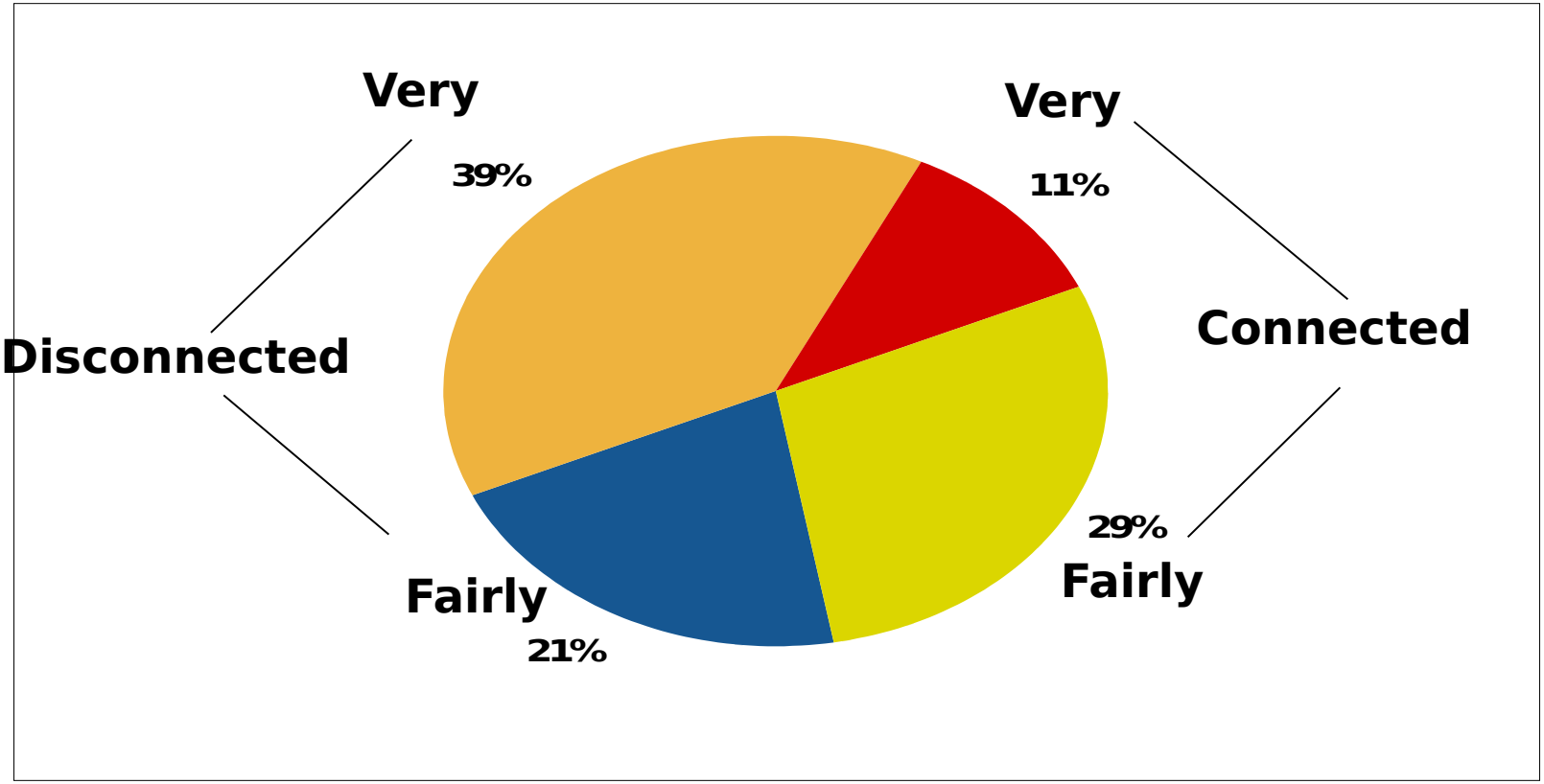
And, does it matter??

Are Civil Servants Important to America?

"Superb public servants comprise the powerful operating governmental software in our society that unleashes everything else that is magnificent about America."

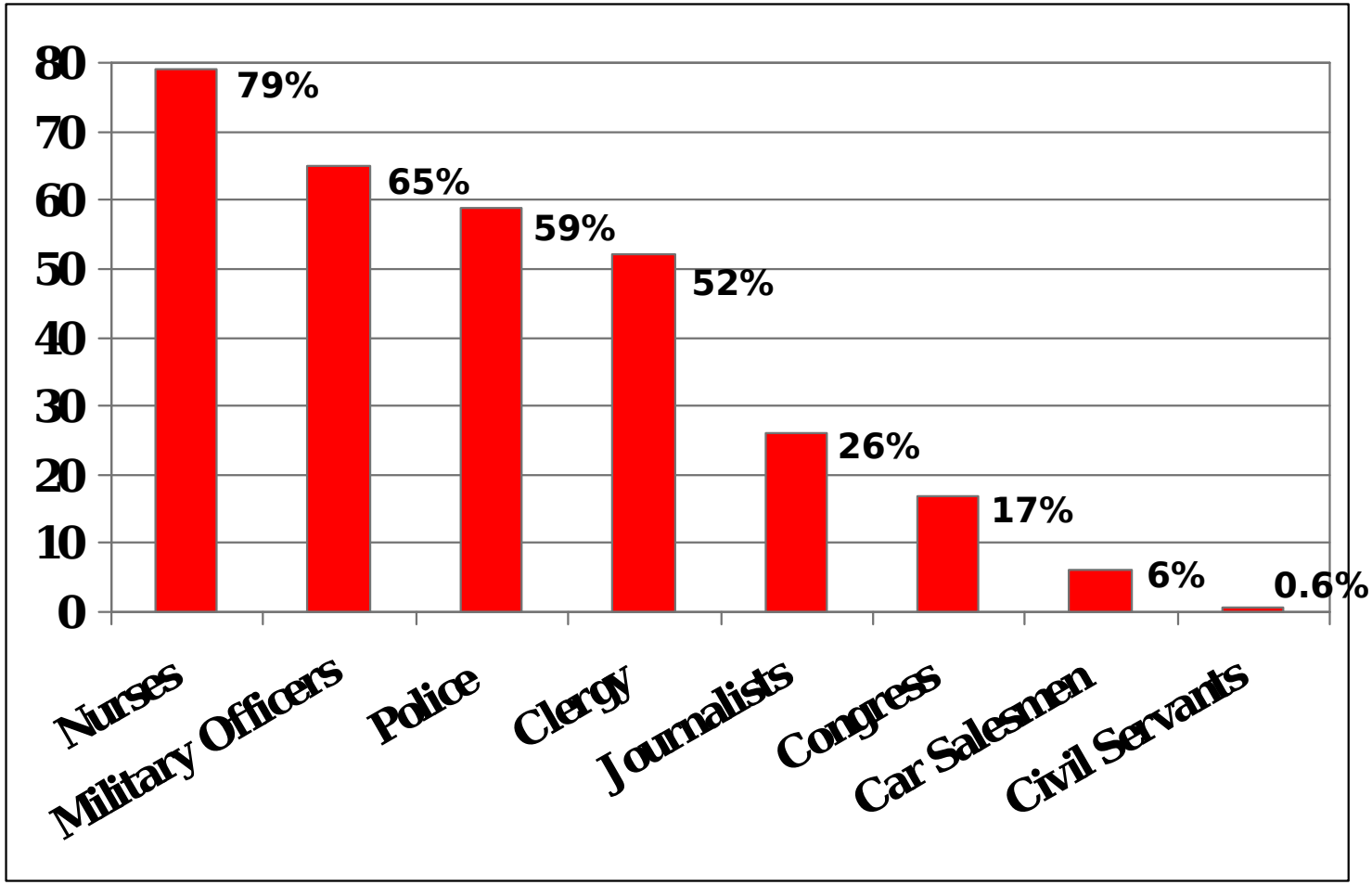
--Mark "Tenacious" Towers

Connection To Government Index



Source: Gallup Poll, 2000

Honesty/Ethics By Select Profession



Source: Gallup Poll, 2002

Morals

- Derived from Latin *mos* meaning “manner,” “custom,” or “conduct”
- “Of or concerned with the principles of right and wrong in relation to human action and character. . . .Arising from conscience or the sense of right and wrong.”

  Webster’s II New College Dictionary
- A good leader

  “. . .requires a clear idea of what is right and what is wrong and the integrity to stand behind your assessment.”

  Admiral James Stockdale

  A Vietnam Experience: Ten Years of Reflection

Ethics

- Derives from the Greek *ethos* meaning “custom,” “usage,” or “character”
- “A principle of right or good behavior. . . .A system of moral principles or values. . . .The rules or standards of conduct governing the members of a profession.”

  Webster’s II New College Dictionary
- “. . .ethics is not about definitions. Nor is it about footnotes and philosophers, dry tomes and dusty arguments, and all of the paraphernalia of logic and linguistics. It’s about the inner impulses, judgments, and duties of people like you and me.”

  Rushworth M. Kidder, How Good People Make Tough Choices

Integrity

"Firm adherence to a code or standard of values." Webster's II New College Dictionary

"Means steadfast adherence to a standard of honesty, uprightness, and particularly to the avoidance of deception." Army Field Manual 100-1, The Army, p. 108

"Once integrity goes, the rest is a piece of cake."

J.R. Ewing, "Dallas"

Character

- “. . .the commitment to an admirable set of values, and the courage to manifest those values in one’s life no matter the cost in terms of personal success or popularity.”

  Lewis Sorely, Doing What’s Right: Shaping the Professional Environment

- “The combination of emotional, intellectual, and moral qualities distinguishing one person or group from another.”

  Webster’s II New College Dictionary

- “Character is what you are in the dark.”

  Unknown

Who Decides?

- Right
- Honest
- Good
- Value

- Wrong
- Dishonest
- Evil
- No Value

Social Order

Hobbes

- Selfish Man
- Authoritarian Power
- Laws
- Enforcement
- Legalism

Locke

- Social Person
- Common Values
- Ethical Code
- Honor/Trust
- Moral Order

The Declaration of Independence

We hold these truths to be self-evident:

- that all men are created equal
- that they are endowed by their Creator with certain unalienable Rights
- that among these are Life, Liberty and the pursuit of Happiness

The Constitution of the United States

WE THE PEOPLE. . .in order to:

- form a perfect Union;
- establish Justice;
- insure domestic Tranquility;
- provide for the common defense;
- promote the general Welfare;
- secure the Blessings of Liberty to ourselves and our Posterity.

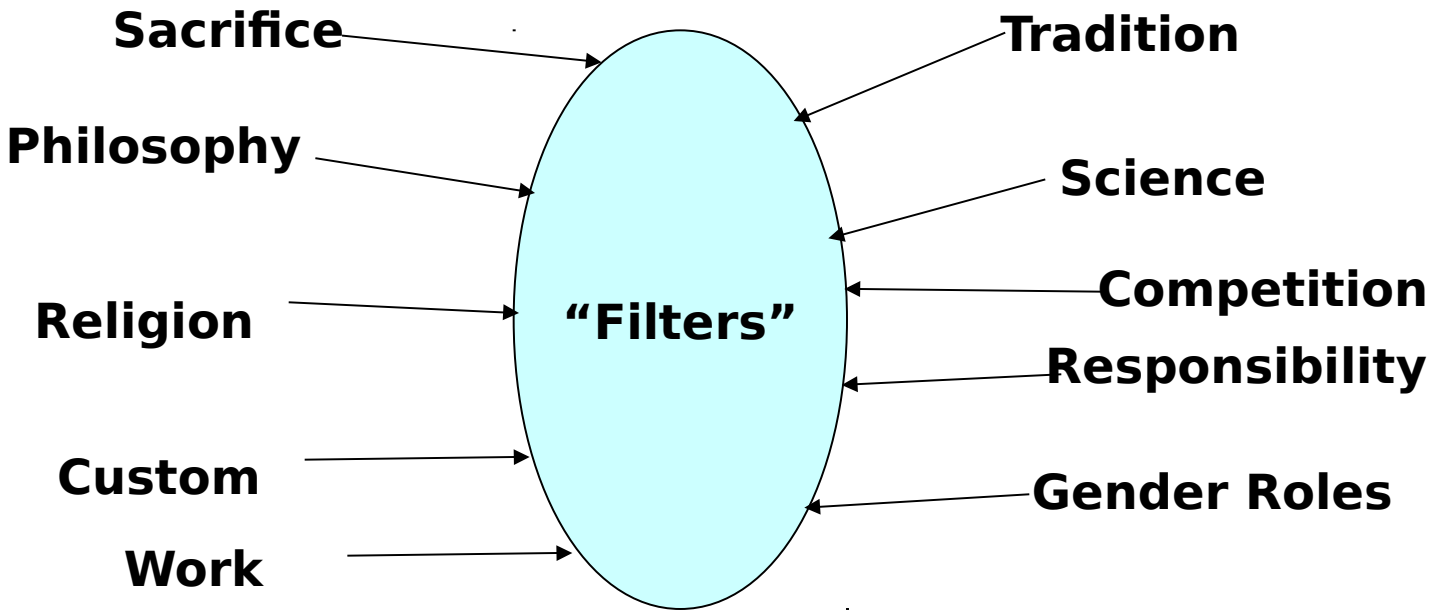
Sources of American Values

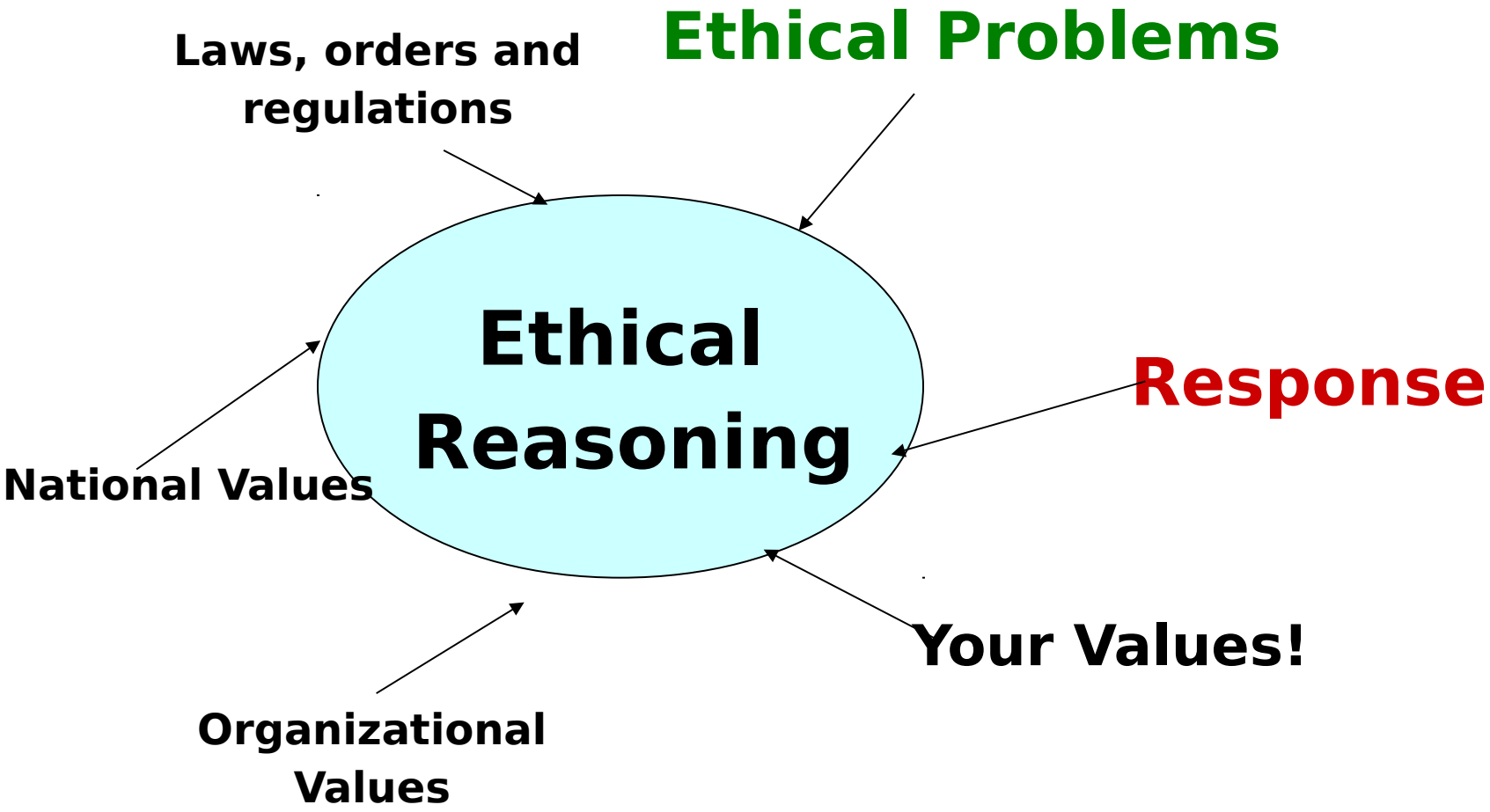
What are they?

Dominant American Values

- Individualism
- Economic and political self-interest
- Personal Freedom
- Justice

Our Ethical/Value Heritage




Laws, orders and regulations
Ethical Problems
Ethical Reasoning
Response
National Values
Your Values!
Organizational Values

A Framework for Ethical Reasoning

- What is the problem?
- What ethical Issues are involved?
- What facts seem relevant?
- What are relevant values and standards?
- Who are the stakeholders?
- What alternatives exist?
- What are their advantages and disadvantages
- What would you do and why?

Ethical Tenets for Organizations

- Keep the public trust
- Be loyal to principle
- Maintain an ethical organizational climate
  - Set the example
  - Educate those around you
  - Recognize and reward ethical behavior